

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

--	--	--	--	--	--	--	--	--	--

# MULTIMEDIA UNIVERSITY

## FINAL EXAMINATION

TRIMESTER 1, 2018/2019

### TOB2221 – ORGANISATIONAL BEHAVIOUR

( All sections / Groups )

26 October 2018  
9.00 a.m. – 11.00 a.m.  
( 2 Hours )

---

#### INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 3 printed pages with 5 Questions only.
2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.
3. Please print all your answers in the Answer Booklet provided.

**Question 1**

- (a) Provide the definition of an effective organisation from the **FOUR (4)** major organisational effectiveness perspectives respectively.  
(4 marks)
- (b) Use an example to illustrate each of the factors of a behaviour of the MARS model.  
(4 marks)
- (c) In order to function well, certain characteristics of self should be in a certain order. Suggest ways to construct a good self-concept to improve the well-being of an individual.  
(2 marks)

**Question 2**

- (a) Differentiate between attitudes and emotions.  
(3 marks)
- (b) Describe a situation in which you are using the organisational behaviour modification theory to influence someone's behaviour. Identify the type of consequence you are causing in this situation.  
(5 marks)
- (c) Suggest **TWO (2)** ways for an organisation to cultivate creativity in the workplace.  
(2 marks)

**Question 3**

- (a) An effective team is made up of members with certain competencies. Discuss the **FIVE (5)** Cs of effective team competencies.  
(5 marks)
- (b) Differentiate the **FIVE (5)** conflict resolution strategies, especially in terms of their contingencies.  
(5 marks)

Continued ...

**Question 4**

- (a) You have been hired as a consultant to improve communication between engineering and marketing staff in a large high-technology company. Use the communication model and the **FOUR (4)** ways to improve that process to devise strategies to improve communication effectiveness among employees between these two work units.

(4 marks)

- (b) Until recently, a mining company's data resided in the department that was responsible for that information. Property data were on the computers in land administration, hydrocarbon data were in the well administration group, maps were found in the map department, and so on. The executive team concluded that this arrangement was dysfunctional, so the CEO announced that all information would be placed on a central server system so it is widely accessible. If someone needs a color map, for example, he or she can retrieve it from the central server without going through the map department. Rather than welcoming the change, employees in several departments complained, offering several arguments why other groups should not have direct access to their data files. Some departments tried to opt out of the centralized server system. Using the model of sources and contingencies of power, explain why some groups opposed the central server model of data access.

(4 marks)

- (c) Provide **ONE (1)** example of MMU cultural artifacts from **TWO (2)** different categories of cultural artifacts respectively.

(2 marks)

**Question 5**

- (a) Shared leadership is becoming more popular nowadays. What is *shared leadership* and what are the conditions for shared leadership to flourish?

(3 marks)

- (b) Identify **FIVE (5)** reasons for why change is difficult in an organisation?

(5 marks)

- (c) "Take away my people, but leave my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory." ~ Andrew Carnegie (1835-1919).

The quote above is representative of an important message about organisation. Relate the quote to the definition of an organisation.

(2 marks)

**End of Paper.**